

RECIPE FOR INNOVATION AND GROWTH

ABOUT GOLDEN CANNOLI SHELLS. In 1970, Francesco Bono and Angelo Bresciani were running two Italian bakeries and selling their cannoli to other local bakeries and restaurants. The demand for their cannoli shells was so great that they started the Golden Cannoli™ Shells Company. Since then, the company has strived to provide the highest quality cannoli shells at a very reasonable price. Based in Chelsea, Massachusetts, Golden Cannoli now has 24 employees and is the nation's largest cannoli company. Valerie Bono is the second-generation owner of Golden Cannoli Shells.

THE CHALLENGE. Golden Cannoli leaders recognized they would need manufacturing and business consulting expertise to help define their objectives and develop a strategy to sustain the business for subsequent generations. With help from MassMEP, part of the MEP National Network™, the company applied for and received a Workforce Training Fund Grant. Funds from this grant were utilized to implement a number of changes at multiple levels within the company.

MEP CENTER'S ROLE. Working with MassMEP and their partner, Corporate Value Metrics, Golden Cannoli developed a comprehensive strategy to grow the business through market and product offering expansion while simultaneously building an organizational infrastructure, manufacturing process, and management structure. The tactics included the implementation of improved food safety systems that were necessary to secure relationships with national supply chains. They also worked on training for the shop floor personnel covering the principles of Lean Manufacturing, including future layout modifications and facility expansion.

With increasing national brand awareness, access to new channels of distribution from certifications, and a passionate sales process, Golden Cannoli's production demands increased. The management team used a focused Kaizen approach to look at the pressure the increased demand might put on their process, and found an opportunity to increase production rates during periods that were formally considered slow times. They recognized that as part of a national food distribution supply chain they might be able to optimize their situation with help from partners further up the supply chain. Golden Cannoli began working with larger customers with sufficient warehouse capacity to take their product in advance of their peak periods. This new process allowed the company to maintain quality, provide the manufacturing staff with more balanced run rates, and provide their customers with an uninterrupted supply of product. Golden Cannoli improved customer service, increased sales, added jobs, and produced a better working environment for employees.

"Golden Cannoli could not have relocated their facilities and expanded into new markets without the strategic guidance of MassMEP and their expertise."

-Ms. Maria Malloy, VP Marketing

RESULTS



21 new jobs



Increased sales by **\$3.9** million



Increased plant facility size by **13,000** square feet



Provided a better working environment for employees

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